

DeWayne Lockhart

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SALES & BUSINESS DEVELOPMENT

Deliver and sustain revenue and profit gains within highly competitive U.S. retail and food service markets. Strong negotiation skills, problem solving abilities and channel | customer focus needs assessment | identify opportunities, develop market focus, and provide business solutions.

- Strategic & Tactical Planning
- Account Development | Acquisition
- Target Marketing & Penetration
- Sales Team Training | Supervision
- P&L | Financial Reporting
- Competitive Sales Analysis
- Budget Review & Management
- Inventory Distribution Control
- Broker | Distributor Management
- Policy & Procedure Formulation
- Sales Presentations | Closing
- Contract Negotiations

Microsoft Office - Excel, Word, Outlook, Power Point and National Syndicated Data (Digital | Internet savvy)

PROFESSIONAL EXPERIENCE

Dr. Pepper Snapple Company - Dallas, TX | DSD Beverage Division

Region Vice President | General Manager, Sales Marketing & OPS – Northeast USA

April '09 -

Duties and Responsibilities: Develop and execute all region DSD and Wholesale retail & food service go-to-market channel strategies, plans and tactics to accomplish each channel sales targets and profit goals | objectives. Improve sales effectiveness and field execution through strategic market planning (joint business planning process) and sales execution, alignment and support by and through operations and syndicated market data. (IRI | Nielsen | BI Gathering | SAP | Salesforce.com and Shipments) analyze and monitor trends by customers, by channel, by market, by territory to drive growth strategy for Customers, Wholesalers, 3rd-party Brokers, Distributors, Independent Distributors and the Company; through the region's internal and external operations team. An organizational team structure of approx. 1,200 DSD personnel (sales | marketing & sales operations)

Retail Development:

Design and implement go-to-market strategies, tactics and utilize business analytics to inform or drive key business issues/plans related to base products and/or innovation, customer marketing activation programs and field execution (the MAPS | 4 Ps Process) to deliver the AOP plan. Through direct and independent distributor contractual agreements and customer channels (*large | small format and U-D-S outlets*) through the following channels:

- *Retail Channels*, such as, Grocery | Supermarket (Chain | Independent), Specialty, Mass, Clubs, Drug, and Dollar | Value Channel, Alternative, and Convenience (C-Stores) Channels, etc.
- *The Food Service Channels*: Business & Industrial Cafeteria, Restaurants, QSRs, Schools K-12, and Colleges | Universities, Hospitals, Nursing Homes, and Military across all operating platforms; such as: Commissary, Exchanges, and Veteran's Canteen Services, etc.
- *Distribution Channels*: 3rd-Party Brokers, Independent | Direct DSD Distributors and Wholesale channel sales agreements (Branded | Allied Brands, Private Label & Contract Manufacturing)

Customer Development:

Established sales, promotions, merchandising, and marketing strategies | tactics across the business encompassing different go-to-market strategy varied by customers' market conditions | customers distribution through a multitude of brands and packages. Including, the development of retail and account programs, field training, sales & market incentives and execution plans to drive consumption | trips.

- Develop and manage chain pricing strategies, price increases, promotional pricing | EDLP and recalls.
- Implement promotional and merchandising strategies to minimize reductions in lost sales volume and distribution.
- Develop and manage trade and operations spending, sales budgets, including business unit expenses and organizational headcount.
- Develop strategy and plans for integrating districts | routes | territories and distributor acquisitions when necessary.
- Led and evaluated personnel performance either directly or through direct subordinates. (Both Sales & Operations)

Solidified exclusive partnerships with several retailers and food service accounts; expanding product awareness and distribution operations throughout the region with major retailers that included a portfolio of accounts, such as: Target, Walmart, Stop & Shop, C-Town stores, D'Agostinos, Fine Fair, Food Emporium, Gristedes, Key Foods, King Kullen, Pathmark, Price Choppers, Waldbaums, Wegmans, Aldi, etc., including specialty stores, and small high-end supermarket chains and convenience channel: 7-Eleven, Wawa Food Market, Quick Chek, Cumberland Farms, Stop n' Go, Hess, BPs, Duane Reade, Rite Aid, Walgreens, and host of Independent C-Stores, through identification of unique business opportunities, execution of retail and corporate presentations, strong contract negotiations/closings.

Achievements:

- Hold full P&L & Revenue Management responsibility for the entire Northeast U.S. Sales & OPs Division through direct training, leadership, and supervision of the sales | marketing & operations team, including a network of independent distributor operators across regional sales territories.
- Northeast Region total revenue \$800 M; Grew total sales (Retail Branded, Allied Brands, Non Branded & Private Label) versus PY 2.3%.
- Retail Branded Sales by 5.6% to P.Y. Improved Operating Profit \$256M versus PY, Profit % Return on Net Sales +3.6%, % Gross Margin +4.4%.
- Union Collective Bargaining Agreements -- Negotiate all Region Union Contracts & Union Avoidance DSD Strategy for the Company.
- Develop, managed new business RFP'S | RFI's sales agreements process, includes pricing alignments and operational considerations.
- Design and collaborate with sales operations to create a route infrastructure strategy to drive growth for retail customers & independent distributors; established and defined all DSD sales route territories (independent contractors & company routes) to service, manage and grow.
- Identify and approved Independent Operators (IOs) open route vacancies, territory structure & contractual sales agreements.
- Implement | approved commercial growth adjustment initiatives: such as, route reengineering, territory | district realignments, if /when needed.
- Direct all sales forecasting activities and set performance goals accordingly in conjunction with retail operations plan and region strategies.
- Responsible for staffing, training | on-boarding, personnel performance evaluations (IDPs) Develop, track, monitor, report all sales and marketing programs, performances and outcome. Implement market development activities and coordinating sales distribution to include quotas, goals (By period, by quarter, by trimester and/or annually) to achieve the Region's AOP.

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Sara Lee Company - Chicago, IL | Fresh Bakery Food and Beverages, DSD Division

Zone Vice President Sales | Marketing & Operations, East Iowa Zone

October '07 – December '08

Duties & Responsibilities: Led and managed food & beverage independent distributors and company (unionized) route distributors, direct sales and services. The zone consisted of Branch Managers, District Managers, Account Managers, Field Sales Reps, Retail Merchandising Supervisors, Route Sales Delivery, Warehouse Managers & Warehouse Personnel, Zone Operations Manager | Logistics, Admin, Fleet Managers & Maintenance personnel, Bakery Thrift Store Managers (discount outlets), HR Manager and HR Generalist and multiple Depots locations across the East Iowa Zone. The Zone consisted of approximately – 250 direct and indirect zone personnel.

- Zone P&L, Revenue Management responsibility and performance, to exceed Zone and Bakery Plant AOP.
- Collective Bargaining Agreements (Union Depot | Branch Contracts) -- Negotiate DSD Union Depot Sales Contracts for the Zone | Company.
- Developed and completed Private Label and Contract Manufacture and Sales Agreements RFP's | RFI's, includes pricing alignments and operational considerations. (*Branded | Private Label | Contract Manufacturing*) and Operational capabilities with national syndicated data: Nielsen/ IRI/SPINS/Retail Link and Consumer Insights and Category Management Principles.

Strategic Channels:

Specialty Grocery, Supermarkets, Mass, Clubs, Convenience Stores, Alternative | Discount Outlets. (Large, Small & UDS formats) Food Service Channel: Restaurants, QSRs, Institutions, Hospitals, Nursing Homes, Schools K-12, Colleges | Universities, Business & Industrial Cafeterias, Military Venues and Concessionaires Operators, etc., retail and food service sales. Branded, Non-Retail Branded and Private Label Sales; Through Wholesalers, Distributors, Brokers, Independent Operators (IOs), Route Sales, Districts, Sales Territories and Depots. (Sales, Operations & Bakery Plant Production & Performance)

Achievements:

- Sales Revenue \$275.5 M and Operating Profit \$65.4 M; Grew total sales (Retail Branded, Non Branded & Private Label) vs PY +7.3%.
- Retail Branded Sales by +2.3% to PY. Improved Operating Profit \$600 M versus PY, Profit % Return on Net Sales +2.8%, % Gross Margin +2.54%.
- Improved Net Sales (After EITF) +\$57 M and Reduced % Retail Branded Stale - 2.25%; Reduced % Selling Expense -0.09% and Reduced % Distribution Expense by -1.23% points.
- Developed and executed strategic plans, analyzing performance issues and requiring needed resources and data (national syndicated data & shipment trends) supported to achieve goals | focal points.
- Merged three (3) strategic sales districts, turned around and transform two (2) other underperforming independent distributor sales territories, created a new district | territory which represented incremental 15% of Zone's sales revenues. Managed all functions driving revenue generated in the zone marketing, sales, and services. (Pre-sales, direct sales, marketing programs, services, and customer support)
- Grew four (4) independent route sales structure over an one & half-year period (2007 – 2008).
- In charge of on-site sales training, policy formulation, goal setting, incentive programs, product promotions, and competitive sales commissions, sustaining an average increase in annual growth revenues over PY of 4% to 6.5%. (through several new account acquisitions – in the retail & food service channel)
- Pioneered product positioning strategies and marketing plans that included shop-within-a-shop formats and product sets, realizing a 28% – 33% return-on -investment (ROI) within the Convenience, QSR and UDS channel. (small format segment)
 - ❖ Hy-Vee Supermarket DSD Vendor of the Year – FY' 08
 - ❖ Fairway Grocery DSD Vendor of the Year – FY' 08
 - ❖ Walmart Q'1 & Q'2 DSD Vendor of the Quarter – FY'09
 - ❖ SUPERVALU (Retail Display Sales Contest Winner Q'3)
 - ❖ Casey's & Kum & Go (The Convenience Channel) Distribution Drive Contest – 2nd Place Award

Frito-Lay Company, Dallas, TX

Division of PEPSICO

Zone Sales Leader – Northeast, OH

May '06 - October '07

Overseen day-to-day sales and sales operations, revenue growth and expense accountability, logistics, route sales execution branch | depot inventory, scheduling, field training, and sales performance management and people development for total field Sales and Operations of the zone DSD personnel (Route Sales | Ops team approximately 15-20). Strong technical and operational skills; including: Microsoft Office, Nielsen/ IRI/ SPINS Consumer Insights and Category Management principles.

Retail Development

- Schedule and conduct weekly route rides to provide coaching on improved selling skills. • Executed store evaluations monthly to highlight strengths and opportunities.
- Ensured service levels met or exceeded customer expectations. • Sell incremental placements, point of sale and displays throughout the stores. • Perform required resets.
- Develop relationships across multiple levels of store personnel. • Established and maintained call frequency on major chain supervisors to support sales and service levels.
- Collaborated w/others to deliver results. • Implemented consumer and customer programs across multiple classes of trade. (Convenience, Mass, Grocery and Drug, etc.)
- Conducted onboarding and set up for all new distributors to review procedures, process and service requirements. Contributed to ACV display gains in key accounts and Zone geo markets • Leveraged technology (syndicated data | customer trends) to make informed business decisions on behalf of each sales route(s) | sales territory.

Achievements:

- Responsible for zone sales & safety activity for the northeast (Ohio) zone – across sales territories and routes.
- Completed Department of Transportation (DOT) physical certification.
- \$120 million in annual regional sales and \$75M in operating budget. Overseen financial budgeting and reporting activities for the zone.
- Led the team weekly strategic retail promotional planning sessions – resulting in year-to-date sales growth: 6.0% over PY and 2.5% versus Plan.
- 3rd on achieving the region people metrics goals & objectives with a long term Personnel Strategy for the Zone.
- Executed distribution, merchandising and promotion priorities against targeted goals in line with specific customer expectations resulted in a 3rd place ranking.
- Developed budget templates that standardized our cost and efficiency in reporting back weekly | monthly sales results by the DSD zone team.

- Continued -

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Miller Brewing Company, Milwaukee, WI Division of South Africa Breweries PLC

May '00 – December '03

National Food Service Sales Manager, Military & Concessions Eastern USA

- \$87.5 M concentrated sale revenue, \$10.0 M profitability and \$2.5 M operating budget (Packaged & draft Beer Sales) for the Military class-of-trade, national account food service concessionaires operators (on & off premise outlets) in the Eastern United States. Led day-to-day sales execution, communications, sales operations, forecast, work-with, and training associates; approximately 90 plus sales territories and 300 customer account base. A network of distributors' sales managers (65 –75 independent distributors) and eight Market Area Development Managers | Distributor Sales offices across the Eastern United States Division.
- Provided field | market knowledge and competitive information to Region Market Teams | Directors and leadership team.
- Held solid-lined oversight of field team serving Distributor accounts.
- Allocated resources within team to ensure adequate account coverage and service levels meet or exceed expectation for each market area(s).
- Developed, managed new business presentation and RFP'S | RFI's opportunities includes pricing alignments and operational considerations.
- **Military Channel:**
Conducted National Military HQ calls and across all operating platforms; such as: Commissary, Exchanges, and Veteran's Canteen Services, Military commissary outlets (e.g., *c-store small format*) and including Military Social Clubs (on premise venues)
- **Food Service & Concessions Channel | Venues:**
Eastern USA Markets | Channels: Airports, Amtrak, Ski-Resorts, Race Tracks | Venues, Professional Sports Venues | Arenas and Social Dining Clubs, Catering Companies (on & off premises) etc., in conjunction with on premise Operators | Customers: ARAMARK, Sport Service, Center Plate, Levy, Boston Concessions, CA-One/Delaware North Co., Fine Host, Concession International and host of Independent Concessionaires, etc.. (*On & Off-Premise Channels - Draft & Packaged Sales*)
- Delivered plan, grew volume, increased sales and drive key initiatives which resulted in a 2.3% increase versus Plan and 12.5% vs PY.

Miller Brewing Company, Milwaukee, WI Division of South Africa Breweries PLC

May '00 – July '02

National Draft & Packaged (On & Off-Premise) Sales Manager, National Accounts

Duties & Responsibility: Led a team of eight Chain Account Managers (direct reports), 40 Field Sales Managers (in-direct reports) along with leading and working with a network of 60 independent on premise sales distributors of draft & packaged sales supporting on premise national recreational & food service professional venues | outlets.

Achievements:

- Provided strategic planning for 75+ sales territories; through direct and customers' corporate calls (venues: stadiums, arenas, racetracks, airports, convention centers, ski resorts and amphitheaters, etc.) including Broker and Distributor Sales.
- Accountable for over \$65 M concentrated sales revenue, \$15.6 M profitability and \$1.6 M operating budget.
- Developed | implemented (new) sales vertical call coverage structure that increased sales by + 8.0%.
- Directed annual planning sessions and new item introduction meetings with Market Areas Managers and Distributors secured all 2002 new product placements and drove volume up by 0.5% in the 1st half of 2002.
- Successfully, integrated a (new) trimester concessions sales plan. The new trimester plan resulted in + 15% sales increase and + 27% saving in trade and custom promotion dollars. Achieved new product placement in the top accounts generated 80% of the volume and merchandising support.
- Maintained a market share of 3.3 percentage points above the national average in a flat market, outperforming the company trends in 5 out of 6 trimesters while staying within budget. Overachieved on new item placement of Flavored Malt Beverages: Stoli Citrona, Sauza Diablo, Jack Daniel's Hard Cola and SKYY Blue (+13%), profit (+5.5%) & distribution (+7.5%) each measure significantly ahead of company's expectations and objectives.
 - ❖ Awarded the Miller Ring Sales Award FY'02; The Diamond Sales Award FY'03
 - ❖ Recognized and Awarded (6) Retail Trimester Sales Awards for Customer Retail Field Execution and Excellent.

The Gillette Company, Boston, MA Gillette North America Division

July '96 – December '99

Retail Sales & Operations Manager - Kroger & Winn Dixie National Account Team, Atlanta, GA

Duties & Responsibilities: Within specific USA geographies developed and implemented national retail executional strategy, tactical plans, communications | retail initiatives, sales operations & logistics and budgets. Conducted market visits (work-with), ride-a-longs, performance evaluations, field training, on-boarding, market sales meetings and business customer reviews, etc. Managed (6) PIA Broker Divisions (Southern and Central US), (8) Gillette Retail Sales Managers, Reps and Merchandisers; approximately 80 – 90 retail sales territories; managed subcontractors (out sourced) other broker retail services on an as needed basis (e.g., Acosta, Empire etc.) for special projects operated and managed within budget(s). Prepared business updates (for customers and/or management) by evaluating product and promotion performances and providing solutions to maximize growth & profitability. Developed, track and load sales forecast to ensure accuracy and data integrity.

Achievements:

- Sales revenue approx. \$100 MM concentrated | total retail sales volume. Kroger Account (\$65 MM) and Winn Dixie (\$35 MM) and with a total call-base of approximately 2,500 retail outlets and 25 headquarter customer account calls though-out the geo USA; and two central corporate HQ account calls.
- Led the total Kroger and Winn Dixie Retail Team to the # 1 ranking nationally for a two-year period (1996 – 1998), surpassing all other company national account sales team and sales districts (26) in sales volume increases versus PY. Total Kroger and Winn Dixie combined consumption up +18% and total shipments were up +26%. Delivered Kroger's retail sales consumption + 12.4% while shipments were up + 32.8% and total Winn Dixie retail sales were up + 6.1% and shipments up + 11.5% points, while outperforming the company national accounts average.
- Led the nation in the development of talent by promoting (3) Retail Sales Managers to the position of Category Manager and to an Account Manager Role. Signed-off on promoting four Retail Sales Reps to a Regional Account Manager Assignment, accounting for 28.0% of the Division's total need.

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The Pillsbury Company, Minneapolis, MN Division of Grand Metropolitan PLC Region Business Development (Sales & Operations) Manager, Atlanta, GA

May '86 – July '96

Primary responsibility: Kroger Atlanta KMA, Kroger Nashville KMA, A&P Atlanta, and Winn Dixie Atlanta Division in the southeast quadrant of the United States. Led, directed and motivated a 20-member sales team and direct broker retail support (Acosta Retail Brokerage Services).

- Maintained the base of an account headquarters authorization and retail distribution with the market condition and region's goals and sales objectives through 1994 – 1996. Obtained 88.5% of new items accepted (23 of 26) and sold 14 new SKUs in distribution to close distribution voids. Initiated a core branded distribution drive program in the state of Georgia and Tennessee which secured the 14 new items (combination of grocery, refrigerated-dough and canned vegetable) placements and drove overall market volume up + 24% and + 30% versus PY, respectively.
- Grew consolidated volume + 101% versus LY and 102% versus Plan in 1995. Increased accounts (Kroger Nashville, Atlanta KMAs and Winn Dixie Atlanta Division) profit contribution (P&L) by 102% vs. Plan through the management of sales trade promotions and category management techniques.

Regional Sales Planner (Trade Marketing Manager) Southeast Region, Atlanta, GA

August '92 – June '94

Responsibilities: Directed and motivated a 75-member region sales team. (Regional volume of \$150 M in sales) The development, implementation and leading the region's annual strategic planning process, the sales process, marketing initiatives, for all product categories and channels; allocated traded spending & promotion management, monitored and reported on all retail and customers' tactical plan performance and measurement against assigned criteria for the total region customer account base and field sales execution.

- Exceeded annual volume plan goals for the region by driving shipments up + 104.2% consolidated plan growth (first time in 4 years to achieve maximum pay out) and gained a 3.2 share points in each of the two years. The region finished 4th in the country in 1994 versus 8th PY in 1993), Surpassing all other regions (16) in sales volume increases versus PY, while staying within the approved | assigned budgets (2) years in a row.

Key Account Executive, Montgomery, AL

May '91 – July '92

Responsible for key account sales volume and category growth in three customer accounts: \$15 M Winn Dixie Montgomery, AL Division \$8.0 M Hudson Thompson (Montgomery, AL) and \$3.5 M Stewart King (Salem, AL) annual sales results 10.8% growth versus previous year.

- ❖ Finished 3rd in the Region's Key Account Ranking vs. Plan & PY in FY'92
- ❖ Awarded the Q'3 Direct Account Sales FY'92 Award

Retail Sales Supervisor, Birmingham, AL

January '89 – April '91

Primary responsibility: Managed | Recruited | Trained (12) entry-level Retail Sales Reps, Merchandisers (FT & PT) Retail Broker. All sales territories were activity performance-based built on around sales volume and retail plan | objectives | retail initiatives (MAPS objectives) distribution, displays, promotions, pricing, assortment, merchandising, shelving, and special projects; store resets and new item distribution cut-ins. Prepared business updates evaluated product, promotion and team performances and provided solutions to maximize growth & profitability, in each sales territory.

- Conducted Monthly & Quarterly Team Sales Meetings and regular market visits & Audits | Work-with | On-boarding | Annual Performance Reviews.
- Reset Captain (Trainer) Winn Dixie, Kroger, Bruno's, Ingles and Publix and Food Lions customer accounts.
 - ❖ Retail Team Achievement Award – FY'90
 - ❖ New Item Drive Retail Team Execution Awards – FY'90 (Q'2 & Q'3)
 - ❖ Display Achievement Team Award (Corporate National Retail Sales Contest FY'89 Award)

Account Manager, Birmingham, AL

January '88 – January '89

Responsible for the sell-in of Pillsbury Dry Groceries, Green Giant Canned Vegetables | Frozen Vegetables | Pillsbury Refrigerated key headquarter account selling | direct sales and management responsibility in southeast region: \$10 M Piggly Wiggly (Birmingham, AL), \$8 M Associated Grocers (Bessemer, AL)

- ❖ Finished 2nd in the Region's Key Account Sales Ranking vs. Plan +18.0% PY F'88
- ❖ Received the FY'88 Q'1 & Q'2 Direct Sales Award -- Based on Direct Customer Accounts Sales Performance versus LY & Plan set objectives & targets
- ❖ Q'1 Retail Execution Award in F'88

Retail Sales Representative, Tuscaloosa, AL

May '86 – January '88

Sold Pillsbury portfolio of brands (Pillsbury's Dry Groceries | Green Giant Canned | Frozen | Pillsbury Refrigerated Dairy Product Category) in the West Alabama and East Mississippi territory | market area. Serviced, managed and grew a \$1.5 M wholesale Account (IGA Graves Demopolis, AL) sales volume versus last year by + 48%.

- ❖ Salesperson of the Year Award FY'87
- ❖ Awarded the Best New Item Retail Execution Award (Distribution & Display Contest) in FY'87
- ❖ Awarded the Q'4 Retail Execution Award FY'86

Education

University of Akron, Akron, OH
Bachelor Degree - Marketing and Communications
Associate Degree - Business Technology

Interests and Activities

- ❖ SCORE Organization of America, Prepare & Conduct Sales & Marketing Seminars | Workshops (Students and Entrepreneurs)
- ❖ SCORE Organization of America, Broad Member – Akron Ohio Chapter
- ❖ Urban League Advisory Board of Director | Steering Committee, Akron Urban League Chapter -- PMBA & MBAC Program
- ❖ NYC Beverage Association, Board of Director Member | Officer
- ❖ Toast Master Organization